

# Notice

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION  
Air Traffic Organization Policy

N JO 3410.24

Effective Date:  
07/01/2008

Cancellation Date:  
07/01/2009

**SUBJ:** Technical Operations Succession Planning Program

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1. **PURPOSE.** The Technical Operations Succession Planning Program (TOSPP) is a process to identify and provide additional training and experience for current first level managers with potential for advancement into senior management positions. It also is a process to identify and provide additional training and experience for non managerial employees with the potential for advancement into managerial positions. The program is not a selection for future positions.
2. **DISTRIBUTION.** This notice is distributed electronically to the Technical Operations Service Areas and to all Technical Operations System Support Center (SSC) managers.
3. **CANCELLATION.** Notice N JO 3410.23, Technical Operations Succession Planning Program, is cancelled.
4. **BACKGROUND.** The intent of the Technical Operations Succession Planning Program is to provide additional training and experience for up to three employees at each Service Area who have consistently demonstrated leadership abilities. These employees may have up to two years to complete the program based on available training and other opportunities.
5. **IMPLEMENTATION.** The TOSPP will be implemented on July 1, 2008.
6. **DEFINITIONS.**
  - a. Succession Planning Board (SPB). A Succession Planning Board will be set up for each Technical Operations Service Area. This board shall be comprised of the Service Area Director, the Senior Advisor, the Manager of Engineering Services, and the Manager of Technical Services. The SPB has oversight responsibility for the Succession Planning Program within their respective Service Areas.
  - b. TOSPP Service Area Program Manager. Responsibility will reside in the Program Operations Group (POG). The program manager will receive copies of each participant's Training and Development Action Plan (TDAP) (see Appendix 4, Sample Training and Development Action Plan for example) and will monitor individual progress.
  - c. TOSPP National Program Manager. Responsible for preserving the consistency and continuity of the TOSPP across the Service Areas.

d. Sponsors. This is the participant's direct manager, supervisor or reporting official. Sponsors support participants throughout the program.

e. Mentor. Selected participants are mandated to immediately identify a mentor. Mentors are expected to work closely with the participants to establish a realistic TDAP, to be available for consultation, and to provide guidance throughout the program.

f. Service Area Management Team. This is comprised of the Service Area Director, Senior Advisor, Technical Services Manager, Engineering Services Manager, and District Managers.

7. **AUTHORITY TO CHANGE THIS NOTICE.** The TOSPP process will be reviewed by the Vice President of Technical Operations for any changes needed to efficiently manage the program. The Vice President of Technical Operations reserves the authority to approve changes, modifications, etc., to the TOSPP.

8. **ELIGIBILITY.** To be eligible, nominees must be permanently assigned to a supervisory position as a first level manager within the Technical Operations Service Areas with a minimum 12 month experience as a FLM.

9. **SELECTION PROCESS.** Service Area Program Operations Groups will issue a memo to managers that will introduce the TOSPP and provide specific nomination criteria. The application/nomination period is July 1-30 each year.

a. All candidates must be:

(1) Self-Nominated (Use Appendix 1, Technical Operations Succession Planning Program Nomination Form).

(2) Endorsed by their Group or District manager. This endorsement shall be in the form of a letter or memorandum to the TOSPP Service Area Program Manager or designated representative. Applications without an endorsement will not be considered.

(3) Mobile and available to enter into detail positions outside of current commuting area. Note that upon completion of the TOSPP program, selectees will be expected to bid for positions outside of the current commuting area.

b. Candidates must also submit a resume including, but not limited to: Education, Awards, Honors and Special Accomplishments such as Publications, Membership in Professional Societies, Leadership Activities, Performance Awards, Work Experience, Other Job Related Qualifications such as Training, Certifications and Licenses, and References. The resume shall be limited to a maximum of 6 single sided pages.

c. The Service Area SPB will meet on or about August 1 to evaluate the nominations and make the final selections for the upcoming cycle. The selection shall be based upon criteria

submitted in Appendix 1 such as but not limited to, demonstrated managerial competencies and professional accomplishment. The Service Area SPB may interview all, some or none of the TOSPP applicants. The endorsing sponsors will notify the selected candidates of their selection by September 1. Sponsors will provide feedback to all non-selected nominees.

10. **ROLES AND RESPONSIBILITIES.**

a. Participants:

(1) Identify a mentor.

(2) Develop a detailed TDAP. (see Appendix 4) TDAP should include dates for progress reviews/briefings. A copy of the completed TDAP should be forwarded through the mentor to the TOSPP Service Area Program Manager. Activities identified in the plan may include:

(a) Shadow managers within the Air Traffic Organization (ATO).

(b) Special assignments in the ATO.

(c) Details to headquarters.

(d) Details to other Service Units or Lines of Business (LOB) or

Federal Agencies.

(e) Formal training (CMEL).

(f) Outside agency/seminar training.

(g) Correspondence courses/reading resources.

(3) Coordinate with managers on temporary assignment preferences.

Participants will be given priority consideration (within Technical Operations) for details or temporary promotions that meet their TDAP and development goals.

(4) Submit written progress reports (see Appendix 3, Participant Comment Form) on any activity in the TDAP to mentor, sponsor, and TOSPP Service Area Program Manager (including copies of travel vouchers). Progress reports will include knowledge and skills gained in the following managerial competencies:

(a) Achieving Results.

(b) Leading People.

(c) Building Relationships.

(d) Leading Change.

(5) Participants will manage their Program budget and coordinate with TOSPP SA Program Manager.

(6) Schedule quarterly progress reviews with Mentor.

(7) Provide a briefing annually to the Service Area Board on progress and accomplishments made during the year in reference to the TOSPP program.

b. Sponsor:

(1) Support the participant's availability for developmental opportunities.

(2) Assist the mentor with development of the TDAP.

(3) Assist the mentor with networking with other organizations for cross-training opportunities.

c. Mentor:

(1) Assist with development of the TDAP and revise as needed. Mentor should also provide a perspective of organizational requirements and the skills the selectee should focus on.

(2) Network with other organizations for cross-training opportunities.

(3) Participate in quarterly progress reviews with participant.

d. Service Area Management Team:

(1) Active support by the Service Area Management Team is crucial to the overall success of this program. The Service Area Management Team shall encourage participants' development by creating challenging learning opportunities and experiences.

(2) Work with the participants' Sponsors to ensure availability for developmental opportunities. Participants will be given priority consideration (within Technical Operations) for details or temporary promotions that meet their TDAP and development goals.

(3) The host of each developmental assignment/detail shall provide written feedback to participants after each developmental assignment is completed (see Appendix 2, Report of TOSPP Assignment). If applicable, schedule a one-on-one debriefing session with participant.

e. Succession Planning Board:

(1) Review candidates and select program participants. At their discretion, the SPB may elect to interview all, some, or none of the candidates to aid in the selection process.

(2) The SPB shall be responsible for notifying candidates of the selections and non-selectees. Feedback shall be provided to the respective candidates.

(3) Allow semi-annual Technical Operations Succession Planning Program reviews as an agenda item at the Service Area Executive Session. The program review will:

a) Be presented by the TOSPP Service Area Program Manager.

b) Include a discussion of each participant's progress and development.

c) Recommend any changes to the SPB and forward to National TOSPP Program Manager.

(4) Receive debriefings from TOSPP participants after completion of their program.

f. TOSPP Service Area Program Managers:

(1) Monitor participants progress on a quarterly basis.

(2) Provide a consolidated report as part of a program review to the SPB on an annual basis.

(3) Maintain administrative oversight/coordination for the program.

(4) Requests for information regarding the program shall be directed to the TOSPP Program Manager.

g. TOSPP National Program Manager:

(1) Maintain administrative and fiscal oversight/coordination for the program.

(2) Work with TOSPP Service Area Program Managers.

(3) Recommend program changes to the Vice President of Technical Operations.

11. **TOSPP COMPLETION.** Program duration will be up to two years. The time frame will vary based on the number of opportunities available for the participant to successfully

complete their TDAP. Completion of the program is intended to enhance the qualifications for selection to key positions and does not guarantee a promotion or selection to any future position.

a. The TOSPP Service Area Program Manager will schedule a debriefing session with the appropriate managers within two weeks of the completion of the program. SPB will review any participant's recommendations for program improvement as made available during the end of program Power Point presentation completed by the candidate.

b. Withdrawals or re-entry into the TOSPP will be addressed on a case-by-case basis.

12. **FISCAL REQUIREMENTS.** The TOSPP Service Area Program Manager will maintain records; to include tracking and monitoring the costs associated with the program and all other associated files.



Steve Zaidman  
Vice President, Technical Operations Services

**APPENDIX 1. TECHNICAL OPERATIONS SUCCESSION PLANNING PROGRAM  
NOMINATION FORM**

\_\_\_\_\_  
**Employee Name**

\_\_\_\_\_  
**Location**

Briefly describe your reason for applying for this program.

What are your career goals?

On plain bond paper (maximum of one page per competency), cite accomplishments or work examples that demonstrate the following managerial competencies:

- 1. Achieving Results
- 2. Leading People
- 3. Building Relationships
- 4. Leading Change

Candidates must also submit a resume including, but not limited to: Education, Awards, Honors and Special Accomplishments such as Publications, Membership in Professional Societies, Leadership Activities, Performance Awards, Work Experience, Other Job Related Qualifications such as Training, Certifications and Licenses, and References. The resume shall be limited to a maximum of 4 single sided pages.

**APPENDIX 2. REPORT OF TOSPP ASSIGNMENT**

**TOSPP Participant** \_\_\_\_\_ **Date of Assignment** \_\_\_\_\_

**Mentor Name and Position** \_\_\_\_\_

**Description of Assignment** \_\_\_\_\_

**Applicable Manager's Name and Position** \_\_\_\_\_

Please describe and briefly evaluate the performance and experiences of the TOSPP participant in this assignment.

What did the participant gain from this assignment?

What did your organization gain from this assignment?

To what extent were defined objectives accomplished?

What managerial skills were utilized?

Please provide your observations of the TOSPP participant's managerial/leadership qualities in this assignment. Please define strengths and weakness.

What recommendations do you have for future assignments for this participant?

Other comments:

**Manager's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**APPENDIX 3. PARTICIPANT COMMENT FORM**

**TOSPP Participant** \_\_\_\_\_ **Date of Assignment** \_\_\_\_\_

**Mentor Name and Position** \_\_\_\_\_

**Description of Assignment** \_\_\_\_\_

**Applicable Manager's Name and Position** \_\_\_\_\_

Please describe and briefly evaluate your performance and experiences in this assignment.

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What did you gain from this assignment?

What did the organization gain from this assignment?

To what extent were defined objectives accomplished?

What managerial skills did you use or develop?

Assess your strengths and weaknesses related to this assignment.

What ideas do you have for future assignments to further develop your managerial competencies?

Other comments:

**APPENDIX 4. SAMPLE TRAINING AND DEVELOPMENT ACTION PLAN**

## TRAINING AND DEVELOPMENT ACTION PLAN

for

APPLICANT'S NAME

(Mentor: Manager Name)

Time Frame	Detail/Assignment and Target Competencies	Tuition Cost	Total Cost	Completed (X)
<b>2<sup>nd</sup> Quarter FY-XX: January thru March</b>				
1/15 – 1/20	<b>Required Training: CMEL TOSPP Orientation, Managerial Coaching and Mentoring</b>		\$1500	
2/2 – 2/6	Attend SA District Manager's Meeting		\$1400	
	(eLMS) Leading Change from the Frontline			
	Self-Development Reading – Critical Thinking by Alec Fisher		\$30	
<b>3rd Quarter FY-XX: April thru June</b>				
4/8 – 5/5	Detail as District Manager		\$3000	
	(eLMS) Customers, Conflict and Confrontation			
	Self-Development Reading – When Stuff Happens by Jeanne Sawyer		\$40	
<b>4th Quarter FY-XX: July thru September</b>				
8/20 – 8/24	Attend Leadership Summit – Wash. DC		\$1500	
	Online CMEL Training (eLMS)			
	Self-Development Reading – Leadership on the Line by Martin Linsky and Ronald Hiefertz		\$30	
<b>Total spent in FY-XX</b>			<b>\$7,500</b>	

Required Training identified in **bold** is specific to TOSPP

07/01/2008

N JO 3410.24

TRAINING AND DEVELOPMENT ACTION PLAN  
for  
**APPLICANT'S NAME**  
(Mentor: Manager Name)

Time Frame	Detail/Assignment and Target Competencies	Tuition Cost	Total Cost	Completed (X)
<b>1<sup>st</sup> Quarter FY-XX: October thru December</b>				
10/3 – 11/7	<b>Required Training Tier II – CMEL Conduct and Discipline</b>			
11/15 – 12/1	Detail to Service Area – Engineering Services		\$1750	
	Online CMEL Training (eLMS)			
<b>2<sup>nd</sup> Quarter FY-XX: January thru March</b>				
11/14 – 1/9	Training – Planning the Organization's Future			
1/22 – 3/5	Detail as District Manager (shadow assignment) Self-Development – CMEL Lending Library		\$1500	
<b>3<sup>th</sup> Quarter FY-XX: April thru June</b>				
4/27 – 5/10	Detail to HQ		\$3000	
	Online CMEL Training (eLMS)			
	Self-Development – CMEL Lending Library			
<b>4<sup>th</sup> Quarter FY-XX: July thru September</b>				
8/19 – 8/23	Attend Leadership Summit – Wash. DC		\$1250	
	Online CMEL Training (eLMS)			
<b>Total spent in FY-XX</b>			<b>\$7500</b>	
<b>Total Anticipated Cost (for 2 years in program)</b>			<b>\$15,000</b>	

Required Training identified in **bold** is specific to TOSPP